

We agree that expecting the U.S. Department of Homeland Security to report to more than 100 congressional committees, subcommittees and other groups is:

“Duplicative and wasteful”<sup>1</sup>  
 “Byzantine”<sup>2</sup>  
 “Antiquated”<sup>3</sup>  
 “Balkanized and dysfunctional”<sup>4</sup>  
 A “failure”<sup>5</sup>

As a result,

**“The nation is not as safe as it could and should be.”<sup>6</sup>**

Congress oversees homeland security with a tangle of overlapping committees, leading to political paralysis and making our nation vulnerable to cyberthreats, biohazards, and small boats and planes carrying unknown cargo.

We endorse the recommendation made by the 9/11 Commission in 2004 and echoed by the Sunnylands–Aspen Institute Task Force in 2013.

## CONGRESS SHOULD:

Cut the number of committees overseeing the Department of Homeland Security and consolidate primary oversight under one committee in the House and one in the Senate with coordinated jurisdiction.<sup>7</sup>

### SECRETARIES, DEPT. OF HOMELAND SECURITY

Tom Ridge  
*(2003–2005)*

Michael Chertoff  
*(2005–2009)*

Janet Napolitano  
*(2009–2013)*

### 9/11 COMMISSION

Thomas Kean  
*Chairman*

Lee Hamilton  
*Vice-chairman*

Richard Ben-Veniste  
*Member*

Fred Fielding  
*Member*

Jamie Gorelick  
*Member*

Slade Gorton  
*Member*

Bob Kerrey  
*Member*

John Lehman  
*Member*

Timothy Roemer  
*Member*

James Thompson  
*Member*

John Farmer  
*Senior Counsel*

### OTHER SIGNATORIES

Arif Alikhan  
*Asst. Secretary for Policy Development, Dept. of Homeland Security (2009–2010)*

Thad Allen  
*Admiral, USCG (Ret.); Commandant, U.S. Coast Guard (2006–2010)*

Norm Augustine  
*Under Secretary of the Army (1975–1977); Member, Hart–Rudman Commission*

Stewart Baker  
*Asst. Secretary for Policy, Dept. of Homeland Security (2005–2009)*

Bradford Berenson  
*Assoc. Counsel to the President (2001–2003)*

Howard Berman  
*Representative from California (1983–2013)*

Steven Bradbury  
*Acting Asst. Attorney General, Dept. of Justice (2005–2007)*

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*Acting General Counsel, Dept. of Homeland Security (2007–2009)*

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*Representative from California (1981–2013)*

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Josh Filler  
*Director, Office of State and Local Government Coordination, Dept. of Homeland Security (2003–2005)*

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*General Counsel, Dept. of Homeland Security (2009–2012)*

Dan Glickman  
*Secretary, Dept. of Agriculture (1995–2001); Representative from Kansas (1977–1995)*

Bob Graham  
*Senator from Florida (1987–2005); Governor of Florida (1979–1987)*

Gary Hart  
*Senator from Colorado (1975–1987); Co-Chair, Hart–Rudman Commission*

Michael Hayden  
*General, USAF (Ret.); Director, CIA (2006–2009); Director, NSA (1999–2005)*

Greg Hill  
*Chief of Staff, House Committee on Homeland Security (2012–2014)*

Bruce Hoffman  
*Professor, School of Foreign Service, Georgetown University*

Michael Jackson  
*Deputy Secretary of Homeland Security (2005–2007)*

Daniel Kaniewski  
*Special Asst. to the President for Homeland Security (2007–2008)*

Mike Leiter  
*Director, National Counterterrorism Center (2007–2011)*

Carie Lemack  
*Director, Homeland Security Project, Bipartisan Policy Center*

James Loy  
*Admiral, USCG (Ret.); Deputy Secretary, Dept. of Homeland Security (2003–2005)*

Jane Holl Lute  
*Deputy Secretary, Dept. of Homeland Security (2009–2013)*

Walter McNeil  
*President, International Association of Chiefs of Police (2011–2012)*

Richard Myers  
*General, USAF (Ret.); Chairman of the Joint Chiefs of Staff (2001–2005)*

Rick “Ozzie” Nelson  
*Director, Homeland Security and Counterterrorism Program, Center for Strategic and International Studies (2009–2013)*

Leon E. Panetta  
*Secretary, Dept. of Defense (2011–2013); Director, CIA (2009–2011)*

Paul Rosenzweig  
*Professorial Lecturer in Law, The George Washington University*

Paul Schneider  
*Deputy Secretary, Dept. of Homeland Security (2008–2009)*

Jeffrey Smith  
*General Counsel, CIA (1995–1996)*

Erroll G. Southers  
*University of Southern California*

John Tanner  
*Representative from Tennessee (1989–2011)*

Lydia Waters Thomas  
*Member, Homeland Security Advisory Council*

Richard Thornburgh  
*Attorney General (1988–1991); Governor of Pennsylvania (1979–1987)*

Frances Fragos Townsend  
*Homeland Security Advisor (2003–2008)*

Jim Turner  
*Ranking Member, House Homeland Security Committee (2003–2004)*

Pam Turner  
*Asst. Secretary for Legislative Affairs, Dept. of Homeland Security (2003–2006)*

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*Partner, Seiger Gfeller Laurie LLP*

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*Under Secretary for Intelligence and Analysis, Dept. of Homeland Security (2010–2012)*

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*Homeland Security Advisor (2008–2009); Asst. Attorney General for National Security (2006–2008)*

William Webster  
*Director, Central Intelligence (1987–1991); Director, FBI (1978–1987)*

Joe Whitley  
*General Counsel, Dept. of Homeland Security (2003–2005)*

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*Sr. Fellow and Research Director in Public Law, The Brookings Institution*

Juan Zarate  
*Deputy Asst. to the President and Deputy National Security Advisor (2005–2009)*

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